

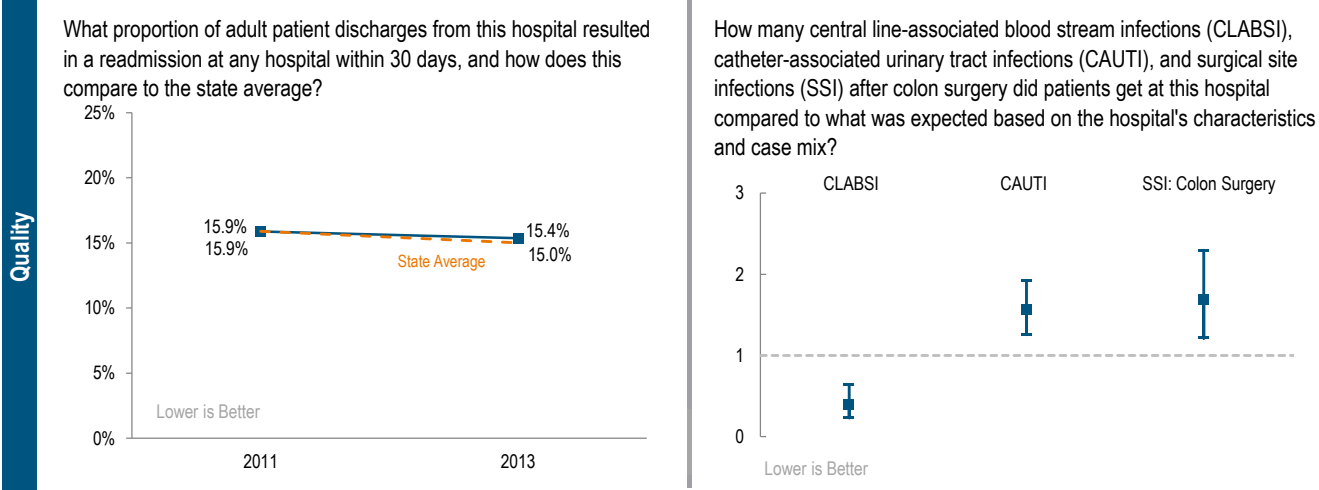
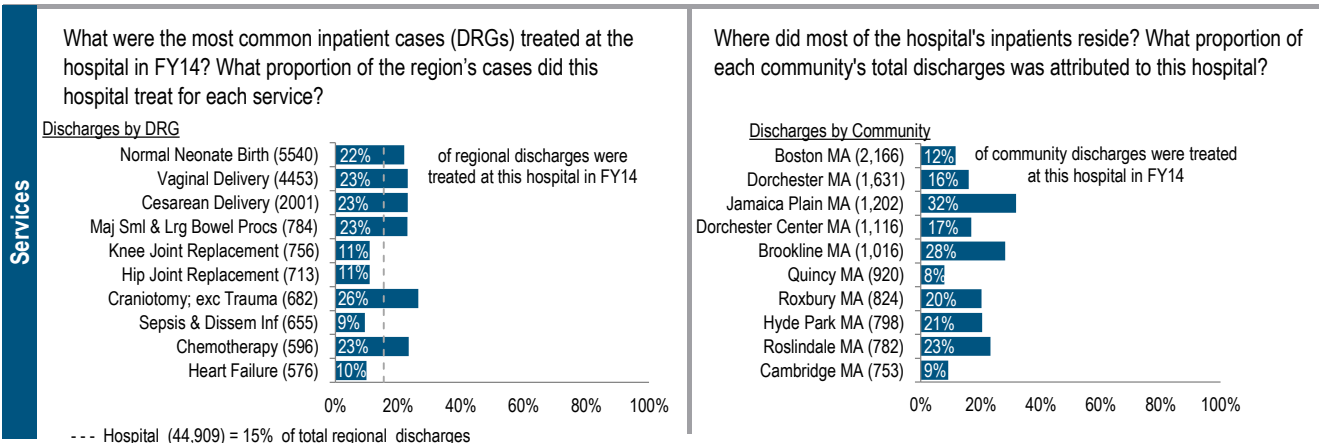
BRIGHAM AND WOMEN'S HOSPITAL

2014 Hospital Profile

Boston, MA
Academic Medical Center
Metro Boston

Brigham and Women's Hospital is a non-profit academic medical center (AMC) located in the Metro Boston region. Within Massachusetts, it is the second largest hospital, has the highest number of births at any hospital, and is designated as one of eight organ transplant centers in the state. It is a member of Partners HealthCare System. Its operating and total margins remained fairly steady from FY10 to FY14, with a 6.0% total margin in FY14, higher than its peer cohort median total margin of 4.7%.

At a Glance	Overview / Size	
	Hospital System Affiliation:	Partners HealthCare System
	Change in Ownership (FY10-FY14):	Not Applicable
	Total Staffed Beds:	851, 2nd largest acute hospital
	% Occupancy:	83.1%, > cohort avg. (82%)
	Special Public Funding:	Not Applicable
	Trauma Center Designation:	Adult: Level 1
	Case Mix Index:	1.51, > cohort avg. (1.35); > statewide (1.00)
	Financial	
	Adjusted [†] Cost per Discharge:	\$14,505
	Inpatient NPSR per CMAD:	\$15,913
	Change FY13-FY14:	-5.1%
	Inpatient:Outpatient Revenue in FY14:	60%:40%
	Outpatient Revenue in FY14:	\$675,727,004
	Change FY13-FY14:	14.2%
	Total Revenue in FY14:	\$2,538,005,000
	Total Surplus (Loss) in FY14:	\$151,657,000
	Payer Mix	
	Public Payer Mix:	51.4% (Non-DSH* Hospital)
	CY14 Commercial Payer Price Level:	93rd Percentile
	Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated Health Maintenance Org.
	Utilization	
	Inpatient Discharges in FY14:	44,909
	Change FY13-FY14:	-8.6%
	Emergency Department Visits in FY14:	59,718
	Change FY13-FY14:	-0.3%
	Outpatient Visits in FY14:	645,563
	Change FY13-FY14:	-0.3%
	Quality	
	Readmission Rate in FY13:	15.4%
	Change FY11-FY13 (percentage points):	-0.5%
	Early Elective Deliveries Rate (Jan 2014-Jun 2015):	3.7%



For descriptions of the metrics, please see the technical appendix.

2014 HOSPITAL PROFILE: BRIGHAM AND WOMEN'S HOSPITAL

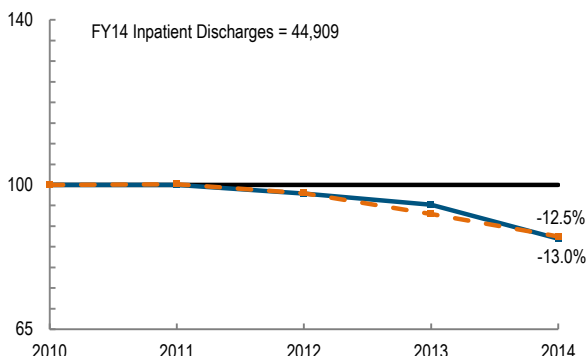
Cohort: Academic Medical Center

Key:

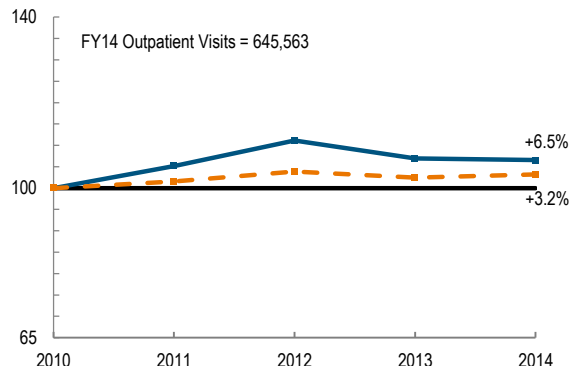


Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

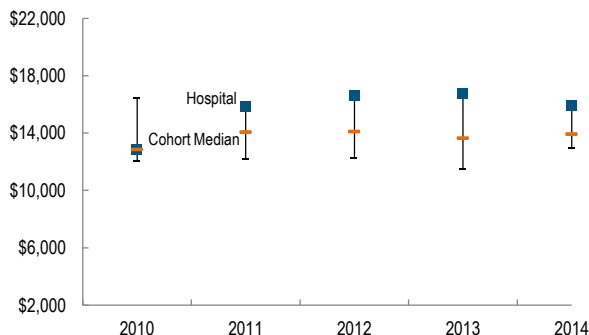


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

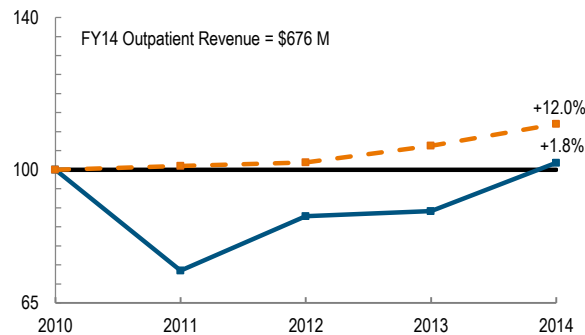


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY10 and FY14, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)



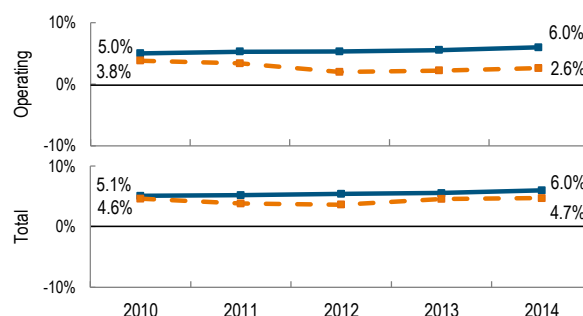
Financial Performance

How have the hospital's total revenue and costs changed between FY10 and FY14?

Revenue, Cost, & Profit/Loss (in millions)

FY	2010	2011	2012	2013	2014
Operating Revenue	\$ 2,210	\$ 2,356	\$ 2,455	\$ 2,517	\$ 2,538
Non-Operating Revenue	\$ 1	\$ (3)	\$ 2	\$ (0)	\$ 0
Total Revenue	\$ 2,212	\$ 2,353	\$ 2,457	\$ 2,516	\$ 2,538
Total Costs	\$ 2,100	\$ 2,231	\$ 2,325	\$ 2,377	\$ 2,386
Total Profit (Loss)	\$ 112.1	\$ 122.0	\$ 132.2	\$ 139.0	\$ 151.7

What were the hospital's total margin and operating margins between FY10 and FY14, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

* Disproportionate Share Hospitals (DSH) receive a minimum of 63% of gross patient service revenue from public payers.

† Costs were adjusted to exclude direct medical education costs and physician compensation.

CENTER FOR HEALTH INFORMATION AND ANALYSIS

501 Boylston Street
Boston, MA 02116
617.701.8100

www.chiamass.gov

CHIA